



CTR Task Force

*2001 Report to
the Washington
State Legislature*

Prepared by the Commute Trip Reduction Task Force with support from the Washington State Department of Transportation, Transportation Demand Management Office. December 2001

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To: Washington State Legislature
From: James Slakey, Chair
Commute Trip Reduction Task Force

Subject: 2001 CTR Legislative Report

It is a great honor to submit the Commute Trip Reduction (CTR) Task Force's 2001 Legislative Report on the 10th anniversary of the program's statutes.

The CTR Law established the 28-member Task Force to oversee implementation and evaluation of the program. Membership on the Task Force continues to be broad-based with representation of citizens, major employers, transit agencies, cities and counties, and state agencies. As in previous reports, this relationship has been at the core of the Task Force's evaluation.

The Task Force concludes that CTR works and that the program continues to provide excellent returns on state investments. However, meeting the programs goals by 2005 will require significant changes in policy and additional investment.

Because of the program's ability to address congestion, the Task Force recommends that the Legislature make achieving the CTR goals one of its highest transportation priorities. Toward that end, the Task Force recommends both that CTR be continued with full funding and that it be expanded to achieve even greater transportation efficiencies. Finally, the Task Force recommends investment in the services and infrastructure that will enable the majority of employers to meet their goals.

Over the next two years, the Task Force will continue to work with employers, governments, and other interested parties to improve the CTR program. The Task Force will deliver its next report to the Legislature on December 1, 2003.

If you have any questions about the information contained in this report, please contact me at (360) 705-7920.

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Executive Summary

“We cannot continue to use a one car-one person scenario. The business community has a vital role to play in changing our travel behavior. For example, companies can provide a commute tax benefit and actively promote the use of alternative modes of transportation.”

– **Norman Mineta**
Secretary,
U.S. Department
of Transportation

THE WASHINGTON STATE Legislature created the Commute Trip Reduction (CTR) Law in 1991 with the goals of reducing traffic congestion, air pollution, and petroleum consumption in the state’s nine most populous counties. This 2001 biennial report from the Commute Trip Reduction Task Force reviews the program’s performance and recommends a legislative strategy to achieve even greater success in the future.

This report also celebrates the 10th anniversary of the CTR Law. Since the program was created, its goals have become even more urgent. Travel on Washington highways is expected to increase by 79 percent between 1997 and 2020. This is the equivalent of eight new cars on our roadways for every ten that are already there. Meanwhile there is less money to support state transportation programs.

What has the Task Force concluded?

Working with employers and local government, the Task Force has concluded that CTR works and that the program provides excellent returns on state investments. The Task Force has also concluded that, with current policies and levels of investment, the CTR program is not on track to meet its mandated goals in 2005. However, the benefits to be gained are so dramatic – stretching roadway capacity and improving air quality – that achieving the program’s overall goals merits significant changes in policy and increased investment.

Commute Trip Reduction works

CTR improves the efficiency of our transportation system. Investing simultaneously in trip reduction, transit, and strategic roadway improvements can provide greater benefits than investing in one strategy alone.

On an average workday morning in 2001, CTR removed 19,950 vehicles from the state’s roadways, a 12 percent increase in trip reduction over 1999. If the 15,900 vehicles removed in Puget Sound each morning were added back onto the region’s highways, the equivalent of 16 additional lane miles would be needed to accommodate the demand. The cost to the state just to construct these roadways could approach \$92 million.

In 2001 CTR reduced delay during the peak morning commute in Puget Sound by 6 percent, an amount comparable to the reduction in morning delay in the region from the preferred alternative being studied for I-405.

CTR also prevented 5,130 tons of air pollution in 2001 and reduced petroleum consumption by 6.4 million gallons, saving Washington citizens more than \$10 million in fuel costs.

For more information on how well CTR is working in Washington, see Chapter 1, “Impacts of the CTR Program.”

CTR provides excellent returns on state investments

During 2000–2001 each dollar the state invested in Commute Trip Reduction leveraged nearly twelve additional dollars in investments from

Executive Summary

employers. To provide commute alternatives to their employees in 2001, employers spent \$35 million on CTR, an increase of 29.6 percent compared to 1999. Since 1995, employers have increased their annual investment by 500 percent.

Employers have continued to increase their investment because this statewide program supports them and because it makes good business sense. As an example of the benefits to employers, the University of Washington estimates that over the last ten years its Commute Trip Reduction Program has enabled it to avoid adding approximately 3,600 parking spaces at a total capital cost of more than \$100 million.

For more information on costs and benefits, see Chapter 2, "Costs and Benefits of the CTR Program."

CTR is not on track to meet the program's goals by 2005

The CTR Law sets a goal for affected employers to reduce single-occupant vehicle commuting or vehicle miles traveled to their work sites by 35 percent by 2005. Despite CTR's continued success, with current policies and levels of investment, the program will not attain its overall goals by 2005.

The task is not an impossible one—6 percent of work sites have already met or exceeded their 2005 goals. However, for the majority of sites, meeting the goals will require significant changes in policy and additional investment.

For more information on worksite performance, see Chapter 3, "Comparing Current Progress with Overall Goals."

Achieving the goals merits significant changes in policy and increased funding

If the CTR Program were to reduce the drive-alone rate by 35 percent, the result would be an associated 19 percent reduction in vehicle trips—which would create dramatic benefits for the state.

What would a 35-percent reduction mean to the nine counties?

For the nine affected counties, reducing the drive-alone rate by 35 percent would create the following benefits:

- Reduce vehicle miles traveled by 550 million annually (round-trip)
- Reduce fuel consumption by 27 million gallons per year, for an annual savings of \$43-48 million.
- Reduce emissions of criteria pollutants by 22,000 tons per year.



One constraint to meeting the CTR Program's goals is inadequate capacity at park-and-ride lots, where demand exceeds available space.

Executive Summary

The numbers at Fairchild Air Force Base tell a remarkable story: the base has 3,500 military and civilian employees, extends over 4,500 acres, has a wide diversity of schedules and has still managed to achieve its CTR goals in 1995, 1997, and 1999. Management support has been critical to this success.

– Excerpted from
program for Governor's
CommuteSmart
Awards, 2001

In Puget Sound, meeting the goals would create capacity equivalent to the I-90 bridge

Reducing the drive-alone rate in Puget Sound by 35 percent would remove 63,000 vehicle trips from the morning commute. As a comparison, the I-90 bridge currently carries 60,300 vehicles each morning. If Commute Trip Reduction were to meet its goals, the program would provide regional capacity in the Puget Sound area equivalent to what the I-90 bridge carries.

For more information on the relationship between policies, investment, and performance, see Chapter 3, "Comparing Current Progress with CTR Goals."

What does the Task Force recommend?

Because the CTR Program has the ability to address congestion inexpensively, the Task Force recommends that the Legislature make achieving the program's 35 percent goals one of the state's highest transportation priorities.

To achieve the goals, the Task Force recommends that the Legislature:

1. Continue the Commute Trip Reduction (CTR) Program
2. Improve, expand, and fund CTR with the following strategies:
 - 2.1 Restore full base funding for the the Commute Trip Reduction Program
 - 2.2 Reinststate the Rideshare Tax Credit and provide equivalent grants to non-profit and public sector employers
 - 2.3 Eliminate the commute window restriction
 - 2.4 Support the public awareness campaign
 - 2.5 Include college and school faculty in Commute Trip Reduction Program
 - 2.6 Increase technical support to jurisdictions and employers
3. Expand trip reduction by implementing the following strategies:
 - 3.1 Expand and improve park and ride facilities
 - 3.2 Expand vanpooling
 - 3.3 Expand transit service to meet demonstrated demand
 - 3.4 Incorporate CTR as a primary element of projects creating new capacity in congested corridors
 - 3.5 Use trip reduction to mitigate construction impacts
 - 3.6 Support smart growth and land use planning
 - 3.7 Create an opportunity for entrepreneurs to profit from trip reduction
 - 3.8 Create the opportunity for mileage-based vehicle insurance programs
 - 3.9 Support voluntary programs for small employers (multi-tenant sites)
 - 3.10 Implement congestion pricing

For more information on the Task Force's conclusions and recommendations, see Chapter 4, "Conclusions and Recommendations."

1. Impacts of the CTR Program

DURING 1999–2001 the Commute Trip Reduction (CTR) Program provided value to citizens, employers, and jurisdictions in Washington State by stretching the capacity of the state’s roadways, saving motorists time and money, and by reducing health effects and environmental damage associated with air pollution. The program’s achievements have been realized despite significant population growth and erosion of the state’s base budget for CTR.

CTR’s proven ability to reduce delay and free up roadway capacity will become increasingly valuable if the state’s economy continues to contract and the cost of adding new capacity continues to increase.

How many worksites and employees are participating in CTR?

There are 770–785 employers and 1,117 worksites participating in CTR in the state’s nine most populous counties¹. This includes 83 worksites that participate voluntarily. There are currently an estimated 550,000 employees commuting to CTR-affected worksites.

CTR improves the efficiency of our transportation system

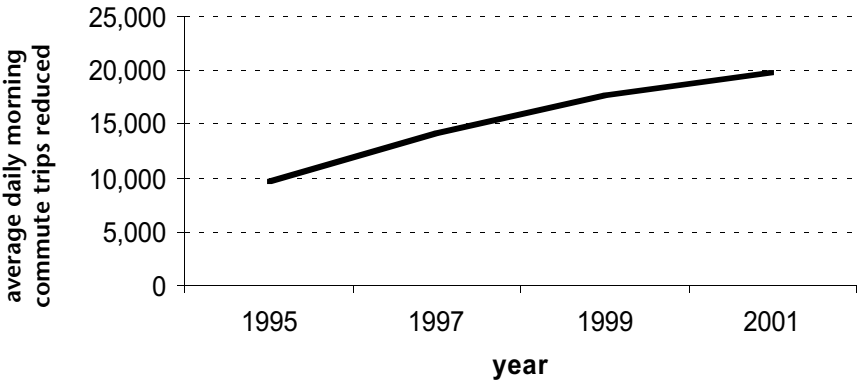
CTR improves the efficiency of our transportation system by freeing up roadway capacity and reducing delay. Investing simultaneously in trip reduction, transit, and strategic roadway improvements can provide greater benefits than investing in one strategy alone.

CTR frees up roadway capacity

The worksites participating in the CTR Program removed 19,950 vehicles from the state’s roadways each morning commute in 2001, a 12 percent increase from the 17,796 vehicles removed in 1999. By removing these vehicles, CTR has created low-cost additional roadway capacity and reduced trip times for motorists and freight. The map inserted following page 14 shows CTR’s impacts on Puget Sound traffic.

In the Puget Sound Region, the CTR Program removes 15,900 vehicles from the region’s roads on an average workday morning. This represents 1.2 percent of the total 1.4 million A.M. commute trips in the Puget Sound Region. The CTR Program also reduces peak morning traffic through the I-90/I-5 interchange by more than 600 vehicles each morning. The Texas

Figure 1-1. Vehicle trips reduced by CTR in the 9 counties



The CTR data is based on the following number of survey respondents:

1993	191,666
1995	209,553
1997	239,827
1999	258,172
2001	240,217

¹The range of participating employers reflects differing definitions regarding company affiliations.

Impacts of the CTR Program

Transportation Institute recently rated this interchange as the third-worst traffic bottleneck in the country.

CTR reduces delay

The vehicles removed in the Puget Sound Region by CTR over the last year saved the region's drivers an estimated \$8 million in delay².

Putting CTR delay reduction into context

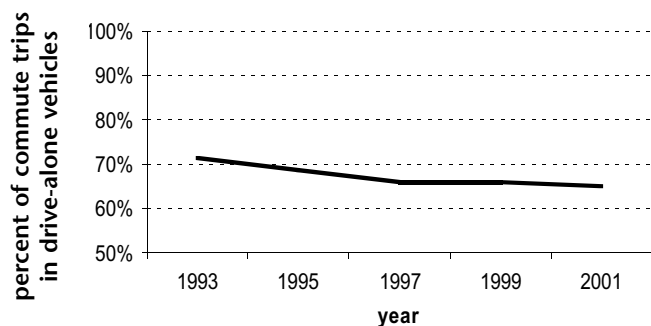
In 2001 CTR reduced delay during the peak morning commute in Puget Sound by 6 percent, an amount comparable to the reduction in morning delay in the region from the preferred alternative being studied for I-405.

While delay and reductions in delay reflect the efficiency of our transportation system, the region must also address future economic and demographic growth. In the I-405 corridor, for instance, this growth is projected to include 150,000 new jobs, over 200,000 new people, and a 21 percent increase in trips by 2020. The I-405 proposal under consideration would expand roadway capacity to accommodate an additional 8,000 vehicles per hour along the corridor and address strategic choke points.

By comparing region-wide reductions in delay produced by CTR with delay reductions expected from a major construction project, the CTR Task Force is not suggesting an either/or tradeoff.

During construction, CTR can help mitigate impacts. Longterm, the program can help preserve new roadway investments by reducing demand.

Figure 1-2. Drive-alone rate for CTR employers has decreased by 9.3 percent since 1993



People are changing the way they get to work

The CTR Program leaves it to employers and employees to choose the ways they reduce drive-alone trips. The mode preference varies widely by county. Some choices reflect the preferences of employers, some of employees, and some the relative availability, convenience, or safety of various alternatives in different parts of the state.

The overall effect is that the percentage of commute trips made by persons driving alone has declined by 9.3 percent at sites in the CTR Program, from 71.5 percent in 1993 to 64.9 percent in 2001. As a comparison, the statewide drive-alone share for commuting has increased from 73.9 percent in 1990 to 74.1 percent in 2000³.

²The \$8 million value of reduced delay in Puget Sound is based on modeling by the Puget Sound Regional Council.

³Figures from 1990 and 2000 census.

Impacts of the CTR Program

Carpooling

During an average week, 78,400 people carpool to work at CTR-affected worksites. Kitsap County has the highest rate of carpooling, at 20 percent. In most counties, carpooling accounts for 11-15 percent of commute trips made to CTR-affected worksites.

Carpooling has seen a slight decrease since 1997. However, much of this decrease has occurred in King County, where commuting by bus has more than offset the decrease in carpooling.

Transit

During an average week, 53,400 people take the bus to work at CTR-affected worksites. In several counties, reductions in bus service and increases in fares since 1999 have reduced the percentage of commute trips made by bus. Several transit agencies have maintained service by using cash reserves; this is a short-term fix and they expect to reduce service as they deplete these reserves in 2002 or 2003.

Compressed Workweeks

Over the course of a two-week period, 62,200 people at CTR-affected worksites eliminate one or more commute trips by working a compressed workweek, for example, four ten-hours days per week. Compressed workweeks represent a small portion of the overall use of alternative modes; however, use of compressed workweeks is increasing.

Compressed workweeks are popular in Clark, Whatcom, and Yakima counties

Clark, Whatcom, and Yakima counties have the highest rate of use of compressed workweeks, eliminating just over 5 percent of the potential commute trips in each county. This is more than twice the rates of the four main Puget Sound counties: King, Snohomish, Pierce, and Kitsap. The rates for Thurston and Spokane counties are 4.2–4.5 percent.

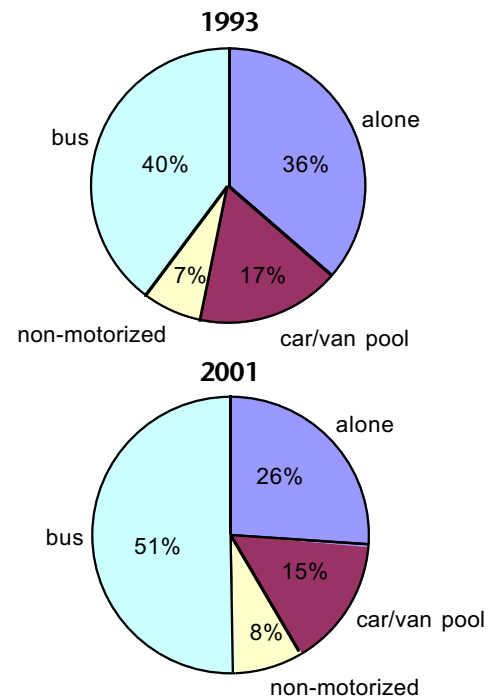
Walking

During an average week, 12,600 people walk to work at CTR worksites. Walking represents a small portion of the overall use of alternative modes. However, the number of people walking has consistently increased since 1993.

Bicycling

During an average week, 6,000 people bicycle to work at CTR worksites. Whatcom County has the highest bicycling share, at 2.5 percent, and Yakima is second at 1.4 percent.

Figure 1-3. How employees commuted to work at CTR worksites in downtown Seattle in 1993 and 2001.



Source: CTR Employee survey at downtown Seattle worksites. Sample size in 1993: 23,665. Sample size in 2001 33,712.

Impacts of the CTR Program

Vanpooling

Vanpooling continues to grow rapidly in CTR-affected counties.

Kitsap County has highest rate of vanpooling in the nine affected counties

Kitsap County has the highest rate of vanpooling, accounting for 2.9 percent of commute trips in the county to CTR-affected worksites.

The Puget Sound Regional Vanpool Coordination Team reports that the number of vanpools on the road in the Puget Sound Region has increased by an average of 1.5 percent per quarter during the last two years. There are currently 1,340 vanpools in the region—93 percent of them go to CTR-affected worksites. These vanpools remove approximately 9,380 vehicles from Puget Sound roads each morning.

Vanpool operators plan on increasing the number of vans on the road by 13 percent in the 2001–2003 biennium. However, of the 1,340 vanpools in the Puget Sound region, 30 percent take employees to The Boeing

Company's worksites. Layoffs at Boeing will likely reduce overall vanpool ridership. On the other hand, new subsidies encouraging vanpooling among federal workers may provide some compensating growth in ridership.

Teleworking

Over the course of a two-week period at CTR-affected worksites 16,900 people telework at least one day.

Teleworking works well for Spokane County

Spokane County has the highest telework mode share in the state, eliminating nearly one percent of commute trips to CTR sites in the county. King County is second at 0.8 percent.

Most alternative mode shares are increasing

Since 1993 the use of all alternative modes has increased. However, in recent years, carpooling has decreased as a percentage of commute trips.

A note on new rail service in central Puget Sound

During an average week in 2001, 1,600 CTR employees commuted to work by rail. Employees commuting to CTR worksites accounted for roughly half of the first-year ridership on the new Sounder commuter rail service in the central Puget Sound Region.

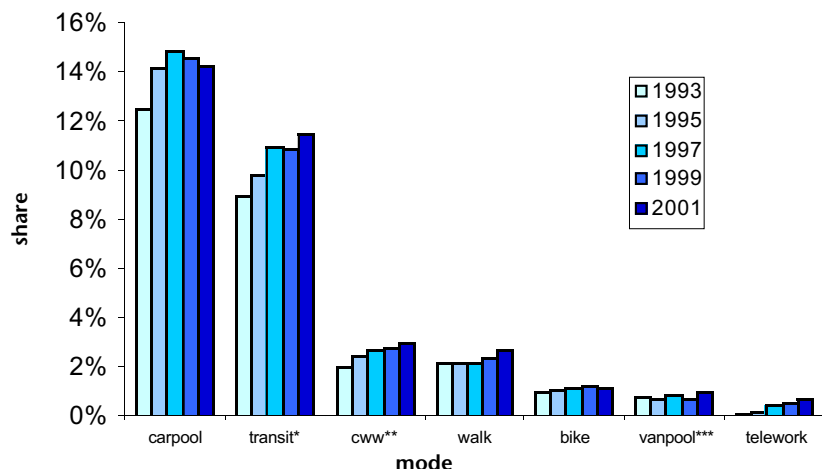


Figure 1-4. Shares for alternative modes by commuters to CTR worksites, 1993–2001

* Transit includes bus and, in 2001, rail.

** Compressed workweek (for example, four ten-hour days).

*** Vanpools are defined as having at least seven persons in a vehicle. Ridesharing with fewer occupants is reported under carpooling.

Impacts of the CTR Program

Vehicle miles traveled

Employees commuting to CTR-affected worksites accounted for just over 1.98 billion vehicle miles traveled (VMT) in 2001. In the absence of CTR, miles driven to those worksites would have been 2.11 billion miles, or 6.5 percent higher. Thus, CTR reduced total state VMT by the difference between what the employees drove and what they might have driven—an estimated 129.5 million miles in 2001. (For comparison, the Washington State Department of Transportation estimates the total state VMT at 52.7 billion annually.)

The Puget Sound Regional Council (PSRC) estimates the VMT for the morning commute in the Puget Sound Region at 3.2 billion annually. CTR reduces morning VMT to worksites in the four PSRC counties by nearly 54 million miles.

Improving air quality

The CTR Program produces substantial benefits in air quality. The Environmental Protection Agency (EPA) has established air quality standards for specific pollutants, called criteria pollutants. EPA's criteria pollutants include carbon monoxide, oxides of nitrogen, and volatile organic compounds. The CTR Program reduced emissions of these three criteria pollutants by 5,130 tons in 2001, by 4,490 tons in 1999, and 4,050 in 1997.

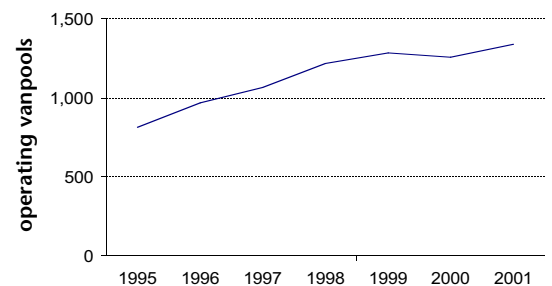
The three criteria pollutants contribute to carbon monoxide and ozone pollution levels that are of particular concern in Washington State. Carbon monoxide and ozone pollution problems are predominantly related to automobile use.

In addition, CTR also reduced emissions of carbon dioxide, the primary greenhouse gas, by 53,000 tons in 2001. The program also reduced emissions of methane and nitrous oxide, which are also greenhouse gases, in amounts equivalent to reducing carbon dioxide emissions by another 17,000 tons.

Reducing energy consumption

Petroleum use in Washington State was reduced by 6.4 million gallons in 2001 as a result of CTR, compared to 5.4 million gallons in 1999 and 4.1 million gallons in 1997. This 2001 fuel reduction represents an estimated savings of \$9.5-11.4 million, based on a cost range of \$1.50-\$1.80 per gallon⁴.

Figure 1-5. The number of vanpools in the Puget Sound area increased 86% between 1993-2001



Washington State leads the nation in the number of vanpools per capita. The state's market share of 3.2 vans per 10,000 people exceeds that of metropolitan areas such as San Francisco, Chicago, and Washington, D.C.

— Vanpool Market Study, WSDOT, October 2000

⁴These calculations are based on data from the American Automobile Association (AAA) "Daily Fuel Gauge Report" (<http://www.fuelgaugereport.com/WAavg.asp>)

2. Costs and Benefits of the CTR Program

“The accessibility our employees have to quality, affordable transit service definitely contributes positively to the health of our organization. For instance, CH2M HILL’s parking management program alone has resulted in annual savings of almost \$73,000.”

– **Kathy Lombardo**
Senior Vice President
of the Northwest
Region, CH2M HILL

DURING 2000–2001 the Commute Trip Reduction (CTR) Program continued reducing traffic congestion, petroleum consumption, and air pollution. This section compares the costs of the CTR Program to its benefits.

Summary of Washington State’s costs and benefits for CTR

What did CTR cost the State of Washington in 2001?

- \$2.8 million State budget for CTR Program

What benefits did the State derive from CTR in 2001?

By investing in CTR, the State of Washington derived the following benefits in 2001:

- \$8 million in reduced delay in Puget Sound alone⁵
- \$43 million in reduced fuel, operating, and maintenance costs for commuters’ personal vehicles
- \$35 million in leveraged investment from employers
- \$1.8 million in leveraged investment from counties and local jurisdictions
- Reduction of 5,130 tons of criteria pollutants
- Reduction of the equivalent of 70,000 tons of carbon dioxide

If the 15,900 vehicles removed in Puget Sound each morning were added back onto the region’s highways, the equivalent of 16 additional lane miles would be needed to accommodate the demand. The cost to the state just to construct these roadways could approach \$92 million.

Partnerships are one of CTR’s major benefits

During 1999–2001 each dollar the state invested in CTR leveraged \$1.50 in spending by its county and local jurisdiction partners and more than \$12 in investments from its employer partners. For 2001, employers spent \$35 million on CTR, an increase of nearly 30 percent compared to 1999. Since 1995, employers have increased their annual investment by 500 percent.

Employers have continued to increase their investment because the statewide program supports them and produces economic benefits such as reduced costs of providing parking. For instance, the University of Washington estimates that over the last ten years its CTR Program has enabled it to avoid adding approximately 3,600 parking spaces, saving the University and the state more than \$100 million.

⁵It is not currently possible to calculate values for delay reduction due to CTR outside of Puget Sound; only the Puget Sound Region has the capacity to do traffic modeling that produces the estimate. Other areas are working to develop the ability to do similar modeling.

Costs and Benefits of the CTR Program

Spending by counties and local jurisdictions has also increased 1999–2001⁶. In comparison, state spending since 1995 has declined by 11 percent compared to 1995, or by 21 percent when adjusted for inflation. The table to right compares spending on CTR by employers, counties and local jurisdictions, and the state.

Through CTR, employers invest directly in their employees. CTR is a way for the state to encourage employers to contribute to solving public problems such as congestion and air quality, and to do so in ways that yield the greatest value to the employer.

Table 2-1. Spending on CTR by employers, counties, local jurisdictions, and the state, 1995–2001.

Year	Employer Spending (Year 2000 \$)	Counties and Local Jurisdiction Spending ⁷ (Year 2000 \$)	State Spending (Year 2000 \$)
1995	\$7,000,000	N/A	\$3,500,000
1997	23,000,000	N/A	3,400,000
1999	27,000,000	\$1,328,000	2,500,000
2001	35,000,000	1,821,000	2,800,000

CTR produces other benefits that can't be quantified

The value of some CTR benefits cannot currently be estimated:

- Improvements to community health from reduced exposure to emissions and traffic stress
- Increased mobility of freight and services
- Decreases in accident rates and severity from reduced congestion
- Avoided costs for parking
- Improved employee productivity
- Avoided damage to water quality



⁶Counties and local jurisdictions did not report their non-state funding prior to 1999.

⁷Same as footnote 6.

3. Comparing Current Progress with Goals

TREND LINES FOR CTR are good, especially for vehicle trip reduction. However, meeting the statutory goals by 2005 will require significant changes in policy and additional investment.

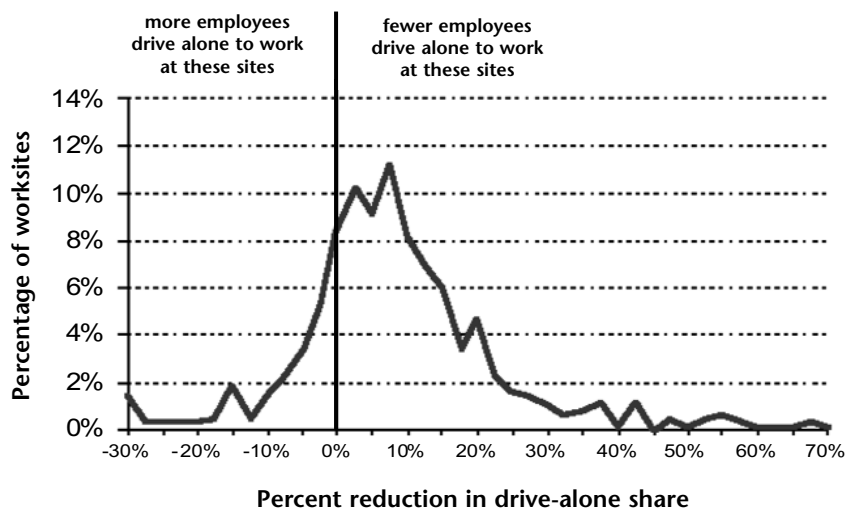
Progress varies

The Commute Trip Reduction Law sets a goal for affected employers to reduce single-occupant vehicle commuting or vehicle miles traveled to their work sites by 35 percent by 2005.

Progress varies across the state and at individual worksites:

- 6 percent of participating sites have already met or exceeded the goal of reducing their drive-alone rate by 35 percent.
- 3.2 percent of sites have reduced their rate by 25–34 percent.
- 64.8 percent of sites have improved their drive-alone rate, but less than 25 percent.
- 26 percent have shown no improvement.

Figure 3-1. Percentage of CTR worksites achieving different reductions in drive-alone rate



Original goals are achievable in aggregate

Given current policies and levels of investment, many work sites will never attain the goals. However, the

goals are not an impossible task—some sites have met or exceeded their goals. Wide variation in worksite performance suggests that the overall goals are achievable in aggregate.

Why are some sites more successful than others?

Worksites vary in their success at reducing drive-alone commuting due to a number of factors, including:

- management support
- availability of funding incentives
- availability of transit services
- parking costs
- commute distances and congestion during commutes

Comparing Current Progress with Overall Goals

- employee turnover and fluctuation in the numbers of employees at sites
- location of the worksites
- land use patterns

What obstacles constrain performance?

CTR performance is often constrained by the lack of convenient alternatives to single-occupant commuting. In the short term, CTR performance could be enhanced by improving the resources supporting alternatives.

Employers ask for more commuter service by transit agencies

Employers report that the single largest problem facing CTR programs in the state is the loss of state funding for transit service. The loss of transit service hurt businesses' ability to encourage their employees to use alternatives.

Demand for vanpools exceeds availability

Demand for vanpools in the Puget Sound Region continues to exceed the availability of vans. A recent WSDOT study of vanpooling in Puget Sound estimated an unrealized market potential of nearly 11,000 new vans in the four counties—equivalent to 7 percent of total commuters in the region.

Local transit districts own and maintain most of the state's vanpool fleet. If transits lack the capital to purchase new and replacement vans, vanpool operators will not be able to maintain vanpool ridership, much less continue to increase it.

Park and ride lots are often over capacity

CTR is also constrained by limited capacity at park and ride lots. In King County, the Washington State Department of Transportation owns 31 lots providing nearly 8,000 parking spaces. In the first quarter of 2001, the average occupancy of these lots was 91 percent. At 11 of the state-owned lots, the occupancy meets or exceeds 100 percent—meaning that users are parking on the roadway. As occupancy surpasses the target of 70 percent, the reliability of finding spaces becomes an issue for potential users and discourages expanded use of vanpools and transit.

What is the significance of the 35-percent reduction?

If affected employers were to reduce drive-alone share by 35 percent, that change would generate an associated 19 percent reduction in vehicle trips⁸—reductions which would create dramatic benefits.

The Puget Sound Region has the largest public vanpool fleet in North America. Our 6 local operators provide 40 percent of the public vanpools in the country.



At 11 of the 31 state-owned lots in King County, the occupancy meets or exceeds 100 percent—meaning that users are parking on the roadway.

Comparing Current Progress with Overall Goals

WRQ, an enterprise software developer located by Lake Union, encourages WRQers to bike, hike, or kayak to work through a \$20 monthly incentive.

- *Fortune Magazine, summary explaining WRQ's ranking of 16th in the list of 100 "Best Companies to Work For" in 2001.*

What would a 35-percent reduction mean to the nine counties?

For the nine counties, reducing the drive-alone rate by 35 percent would create the following benefits:

- Reduce vehicle miles traveled by 550 million annually (round-trip)
- Reduce fuel consumption by 27 million gallons per year, for an annual saving of \$40–48 million.
- Reduce emissions of criteria pollutants by 22,000 tons per year.

What would a 35-percent reduction mean to Puget Sound?

For the four counties of central Puget Sound, reducing the drive-alone rate by 35 percent would create the following benefits:

- Reduce vehicle miles traveled by 430 million annually (round-trip)
- Reduce fuel consumption by 21 million gallons per year, for an annual saving of \$32–38 million.
- Reduce emissions of criteria pollutants by 17,000 tons per year.

In Puget Sound, a 35-percent reduction would create capacity equivalent to the I-90 bridge

Reducing the drive-alone rate in Puget Sound by 35 percent would remove 63,000 vehicle trips from the morning commute. As a comparison, the I-90 bridge currently carries 60,300 vehicles each morning. If Commute Trip Reduction were to meet its goals, the program would provide regional capacity in the Puget Sound area equivalent to what the I-90 bridge carries.

What would a 35-percent reduction mean to Spokane County?

For Spokane County, reducing the drive-alone rate by 35 percent would create the following benefits:

- Reduce vehicle miles traveled by 40 million annually (round-trip)
- Reduce fuel consumption by 2 million gallons per year, for an annual saving of \$3.0–3.5 million
- Reduce emissions of criteria pollutants by 1,700 tons per year
- Reduce carbon monoxide by 1,550 tons per year

⁸Reducing the drive-alone rate by 35 percent does not necessarily reduce vehicle trips by 35 percent. If the reduction occurred entirely by eliminating trips (using telework or alternative work schedules) or using nonmotorized modes (bicycling or walking), then the number of vehicle trips would decline by the same percentage as the decline in solo commuting. However, the most commonly used alternative mode is carpooling in two-person carpools, which means that eliminating two drive-alone trips only eliminates one vehicle trip.

Switching from solo commuting to vanpooling and bus use also requires increases in the number of vehicle trips, again offsetting some of the reduction in drive-alone trips. If additional persons who switch from drive-alone commuting show the same approximate preferences for different alternative modes that present switchers do, then reducing the drive-alone rate by 35 percent would only reduce vehicle trips by about 19 percent.

4. Conclusions and Recommendations

THIS SECTION describes in greater detail the conclusions and recommendations summarized in the Executive Summary.

What does the Task Force conclude?

The Commute Trip Reduction (CTR) Task Force concludes that CTR is creating significant benefits for the state's transportation system and employers. The Task Force continues to support the recommendations of the Blue Ribbon Commission that CTR should play an integral role in efforts to optimize the transportation system.

At current levels of investment, the CTR Program will not attain its mandated 35 percent reduction goals by 2005. The Task Force concludes that with significant changes in policy and increased investment the goals are achievable at most of the worksites—and that the state should make achieving them one of its highest transportation priorities.

Meeting the program's goals will produce dramatic benefits for the transportation system. If CTR meets its goals, the program will provide regional capacity equivalent to the I-90 bridge⁹. Providing this much regional capacity would significantly reduce congestion and delay within our existing transportation system and thus offset some of the need for expensive new construction. The program will also continue to dramatically improve air quality, save motorists millions of dollars in fuel costs and support economic development in our state.

For more information on the benefits of the 35 percent goals, refer back to Chapter 3: "Comparing Current Progress with Goals."

What does the Task Force recommend?

Because the CTR Program has the ability to address congestion inexpensively, the Task Force recommends that the Legislature make achieving the program's 35 percent reduction goals one of the state's highest transportation priorities.

To achieve the goals, the Task Force recommends that the Legislature:

1. Continue Commute Trip Reduction (CTR)
2. Improve, expand, and fund CTR with the following strategies:
 - 2.1 Restore full base funding for the Commute Trip Reduction Program
 - 2.2 Reinststate the Rideshare Tax Credit.
 - 2.3 Provide grants to non-profit and public sector employers

⁹Reducing the morning rate for single-occupant commuting in Puget Sound by 35 percent will remove 63,000 vehicle trips from the morning commute. As a comparison, I-90 currently carries 60,300 vehicle trips each morning.



Meeting the CTR Law's goal of reducing drive-alone commuting will require increased investment in alternative commuting modes such as vanpooling.

Conclusions and Recommendations

The Spokesman-Review energized its CTR Program by including commute options and subsidies in a new benefits brochure and adding CTR information to the annual benefits statement. The newspaper increased parking fees for employees driving single-occupant-vehicles to work, simultaneously increasing the subsidy for bus passes, building a bike cage and providing carpools with priority parking at free or discounted rates.

– Excerpted from
program for Governor's
CommuteSmart
Awards, 2001

- 2.4 Eliminate the commute window restriction
- 2.5 Support the public awareness campaign
- 2.6 Include college and school faculty in the Commute Trip Reduction Program
- 2.7 Increase technical support to jurisdictions and employers
3. Expand trip reduction by implementing the following additional strategies:
 - 3.1 Expand and improve park and ride facilities
 - 3.2 Expand vanpooling
 - 3.3 Expand transit service to meet demonstrated demand
 - 3.4 Incorporate CTR as a primary element of projects creating new capacity in congested corridors
 - 3.5 Use trip reduction to mitigate congestion during construction
 - 3.6 Support smart growth and land use planning
 - 3.7 Create an opportunity for entrepreneurs to profit from trip reduction
 - 3.8 Create the opportunity for mileage-based vehicle insurance programs
 - 3.9 Support voluntary programs for small employers (multi-tenant sites)
 - 3.10 Implement congestion pricing

How will expanding and improving CTR help achieve the 35 percent reduction goals?

The following recommendations identify ways to make the CTR Program even more effective.

2.1 Full base funding is critical to preventing loss of benefits and partnerships

First, the Task Force recommends that the Legislature restore full base funding to the CTR Program. In the 2001 legislative session, \$1.2 million was cut from the CTR Program's operating budget (most of that amount would have been available to the nine jurisdictions). The state is experiencing a period of economic contraction and limited resources, making CTR's ability to stretch roadway capacity even more critical. In addition, continued funding is critical to prevent degradation of the current CTR Program's delay reduction and air quality benefits.

The state has enjoyed a strong partnership with employers through this program. To keep CTR a priority partnership, the state must show leadership by preserving and restoring its investment in the CTR Program. In a changed economic climate employers feel increasingly challenged to sustain their funding for CTR—especially if the state communicates diminished support.

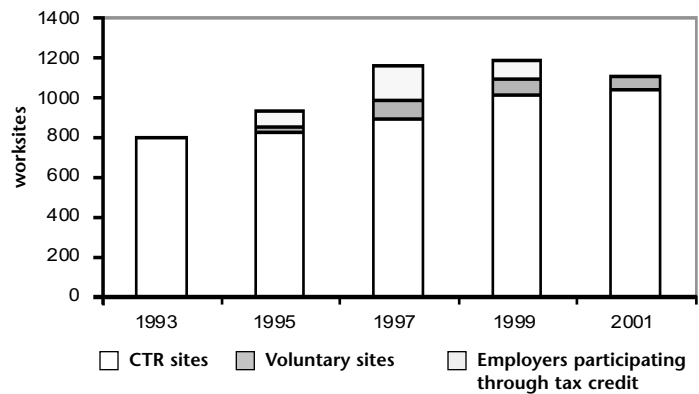
Conclusions and Recommendations

2.2 Reinstating the Rideshare Tax Credit will reduce vehicle trips

The Task Force recommends that the Legislature reinstate a rideshare tax credit for private sector employers that was discontinued in 1999. Between 1994 and 1999 employers that provided direct subsidies to employees for commuting without driving alone were able to receive a credit of up to \$60 per employee per year against their business and occupation or public utility taxes. Employers who took advantage of the tax credit were more than five times as effective in reducing the drive-alone rate to their worksites than other CTR employers.

The tax credit was very successful in encouraging sites not participating in CTR to provide commute programs to their employers. To make this effective program even more successful, the CTR Task Force is considering ways to include performance as a criterion for awarding tax credits.

Figure 4-1. The loss of the tax credit resulted in fewer employers participating in CTR



2.3 Grants will leverage additional investments from the public and non-profit sectors

The Task Force recommends that the Legislature create a program that parallels the tax credit for public and non-profit employers. Like the tax credit, grants made available to public sector and non-profit employers will expand their success at creating vehicle trip reduction. These grants are critical to leveraging additional investments in employee commute subsidies in the public and non-profit sectors where rideshare tax credits would not apply.

2.4 Eliminating the commute window means all major employers will participate

The Task Force recommends eliminating the concept of the *commute window* from the CTR statutes so that all major employers in the CTR counties will participate in the program. The commute window refers to the principle that the morning commute lasts from 6:00–9:00 a.m. Broadening the program's focus acknowledges the reality that rush hour has expanded beyond 6:00–9:00 a.m.

Eliminating the statutory commute window will bring an additional 300,000 employees into the program—increasing the program's ability to address congestion.

Conclusions and Recommendations

2.5 The public awareness campaign is one key to changing travel behavior

The CTR Task Force recognizes the importance of broad public awareness to achieving trip reduction goals and recommends that the existing campaign be expanded. An integrated mix of paid advertising, public relations, and other marketing tools, such as the internet, employed over an extended period of time, is necessary to change attitudes and behavior.

The public awareness campaign was originally developed in response to requests from employers. In CTR's most recent survey of employers, managers once again emphasized public awareness as a key to changing their employees' travel behavior.

2.6 Including colleges and schools will expand the benefits of the program

The Task Force recommends amending the CTR statutes to include college and school faculty in the program. Expanding the program to include faculty extends the program to an additional 260 worksites and helps to address neighborhood commute issues. Having CTR on campuses could also help raise student awareness of trip reduction issues.

2.7 Increasing technical support will help jurisdictions and employers succeed

The Task Force recommends that the Legislature provide additional

resources to WSDOT to expand its technical support to jurisdictions and employers. The Task Force recognizes that significantly increasing vehicle trip reduction will require employers and jurisdictions to do more work.

How can these strategies create new trip reduction?

The following recommendations identify state investments that will enable employers to be more successful in implementing CTR.

3.1 Creating park and ride capacity would support employers

The Task Force recommends that WSDOT and the Legislature develop and fund additional park and ride lots. A recent study of the park and ride system in

Puget Sound identified a short-term need (2000–2006) for 17,826 new stalls in the four-counties¹⁰. Employers have identified a shortage of park and ride capacity as a barrier to greater success with CTR. New lots should be targeted to support existing investments and to support employer efforts.

¹⁰Parsons Brinckerhoff for WSDOT, Puget Sound Park and Ride System Update, February 2001.



One constraint to meeting the CTR Program's goals is a vanpool fleet that is too small to meet the demand for vanpooling.

Conclusions and Recommendations

3.2 Expand and improve vanpooling

The Task Force recommends that the Legislature expand vanpooling in Washington. A recent WSDOT study of vanpooling in Puget Sound estimated an unrealized market potential of nearly 11,000 new vans in the four counties—equivalent to 7 percent of total commuters in the region¹¹.

The Task Force also recommends that WSDOT continue to make use of the Regional Vanpool Coordination Team, created in the Puget Sound Region to address employer issues with vanpooling. The Team has overcome multiple barriers to expanded vanpool success identified by employers. The Task Force continues to encourage this group to address the need for pricing simplification and standardization.

3.3 Transit plays a critical role in CTR success

Employers report that the single largest problem facing CTR Programs in the state is the loss of state funding for transit service. It is critical that transit service be improved in areas of demonstrated need. CTR data can be useful in identifying efficient new commuter routes.

3.4 Targeting CTR on congested corridors can preserve capacity

The Task Force recommends that CTR be incorporated as a primary element of construction projects creating new capacity in congested corridors. CTR data demonstrates that employer efforts can create meaningful capacity on the most congested corridors. CTR can help preserve new roadway investments by reducing demand.

3.5 Construction impacts can be mitigated with trip reduction

The Task Force recommends that it work with WSDOT to develop guidelines that will assist transportation project managers in incorporating CTR techniques into mitigation plans for construction projects. Trip reduction can effectively reduce delay created by construction on the transportation system. The Legislature should direct the WSDOT staff to ensure that construction projects which might create congestion include trip reduction as a part of construction mitigation.

3.6 Support smart growth and land use planning

The Task Force recommends that WSDOT provide support for the Office of Community Development (OCD) as it prepares for the 2002 update of comprehensive plans. WSDOT should work with OCD to:

- Actively incorporate CTR information into OCD bulletins.
- Focus on parking, concurrency, level of service, and transportation management plans.
- Widely distribute updated CTR Guidelines as a resource for local planners.

Thanks to commute alternatives and parking management—the campus has 12,300 parking spaces, fewer than in 1983, despite 8,000 additional people—the University of Washington has avoided adding approximately 3,600 parking spaces at a cost of approximately \$100 million.

— Excerpted from
program for Governor's
CommuteSmart
Awards, 2001

¹¹Washington State Department of Transportation, Vanpool Market Study, October 2000.

Conclusions and Recommendations

At Seattle-based Korry Electronics, 43 percent of employees routinely use alternative commute modes to get to work. The company offers a 100 percent subsidy for a FlexPass or vanpooling, and up to \$1,000 annually for ferry commuting. Employees living in Kitsap or Snohomish counties are eligible for \$1,000 toward a pass on Kitsap Transit or Community Transit. Carpoolers receive vouchers for goods and services.

– Excerpted from
program for Governor's
CommuteSmart
Awards, 2001

The Task Force also recommends that the Legislature create a Land Use and Transportation Center as a partnership between WSDOT and OCD. The center would serve as a clearinghouse for information for employers, developers, local jurisdictions, and counties as they address land use issues. The center could also provide training, including information on issues related to parking.

3.7 Allow entrepreneurs to sell the capacity they create

The Task Force recommends that the Legislature create an opportunity for entrepreneurs to profit from trip reduction. This means that entrepreneurs, both private and public, could profit from offering alternatives to the single-occupant vehicle. Allowing entrepreneurs to make money from reducing vehicle trips, would create a strong incentive to invest in trip reduction and also reduce trips where roadway capacity is most expensive.

One example demonstrates the potential value of including entrepreneurs in the transportation system is Seattle's FlexCar car-sharing program. With FlexCar, individuals and companies rely on a network of vehicles throughout the Seattle area for their transportation needs and pay only for the time they use a car. This encourages users to plan their trips more carefully and thus reduce the number of vehicle trips they make. After only two years, the Seattle FlexCar fleet has 61 vehicles serving more than 2,800 members.

Puget Sound residents could have another alternative to single-occupant-vehicle commuting if Dutchman Marine is successful in providing passenger ferry service on Lake Washington, currently proposed to begin in the summer 2002¹².

3.8 Mileage-based auto insurance creates an incentive to reduce trips

The Task Force recommends that the Legislature fund a study, conducted by the Office of the Insurance Commissioner and WSDOT, to assess the feasibility of mileage-based automobile insurance in Washington State. The idea is simple: the fewer miles driven, the lower the insurance bill.

The CTR Task Force should monitor situations where this has been applied to assess its impacts on trip reduction. In Texas, where mileage-based insurance was authorized in 2001, many insurance companies are expected to sell insurance by the miles once the rules for coverage are developed¹³.

¹²Dutchman Marine's application to operate passenger ferries on Lake Washington was approved by the Washington Utilities and Transportation Commission on October 19, 2001. The order approved ten routes. Dutchman Marine plans to start service in summer 2002 between downtown Kirkland and Leschi Park. Service will be extended inland by means of express shuttles to allow passengers to leave their cars home. Discounted fares will be offered to cyclists. <http://www.ferries.ws/>

¹³The Progressive Insurance Company ran a pilot program for mileage-based insurance in Texas that ended last year. Several hundred motorists volunteered for the program, which set their premiums based on when, where and how much they drove. Progressive reported a reduction of total vehicle miles traveled by 5–15 percent.

Conclusions and Recommendations

3.9 Multi-tenant sites have significant potential for reducing trips

The Task Force recommends that the Legislature encourage the development of local transportation management plans for office buildings or business parks with groups of employers too small to be affected by CTR. These multi-tenant sites have significant potential for reducing trips. One effective method of providing assistance would be to develop guidelines that local governments could use in incorporating CTR requirements and incentives into their development regulations.

3.10 Congestion pricing preserves capacity by prioritizing trips

The Task Force recommends that the Legislature authorize congestion pricing, or variable-priced tolls, as a method for reducing delay on congested roadways. In many sectors of the economy—such as telephone service, public utilities, and air travel—businesses use something akin to congestion pricing to allocate scarce capital assets in peak-demand periods, but its use for road congestion is a very recent practice¹⁴.

Congestion pricing results in more efficient use of limited road capacity by encouraging those who value their trips at less than their full cost to shift to off-peak periods, mass transit or carpooling, or to less congested routes.

Institutional barriers and the lack of political acceptance have made most states and cities reluctant to implement congestion pricing. Nationally, many transportation policy makers and economists view congestion pricing as a crucial and inevitable part of the solution to growing congestion on urban highways.



During an average week, 53,400 people take the bus to work at CTR-affected worksites.

¹⁴ While Singapore first implemented congestion pricing in 1975, other countries did not follow suit until the 1990s. Currently Norway and France are using congestion pricing and other countries around the globe are also considering its use. In the USA, a variable-priced toll road opened in late 1995 on a portion of State Route 91 in Orange County, California.

Appendix A: CTR Program Background

In 1991, the Washington State Legislature passed the Commute Trip Reduction (CTR) Law, incorporating it into the Washington Clean Air Act¹. The goals of the CTR Program are reducing traffic congestion, air pollution, and petroleum consumption through employer-based programs that decrease the number of commute trips made by single occupant vehicles (SOV).

The CTR Law affects the state's 9 counties with populations over 150,000—Clark, King, Kitsap, Pierce, Snohomish, Spokane, Thurston, Whatcom, and Yakima.

The CTR Program is a collaborative partnership among employers, counties, local jurisdictions, and the WSDOT Transportation Demand Management (TDM) Office.

What role does the Task Force play?

The Commute Trip Reduction Task Force consists of 28 members appointed by the Governor to represent citizens, business, state agencies, transit agencies, and local jurisdictions. The CTR Task Force establishes program guidelines, ensures statewide consistency among county and local ordinances, and reports to the Legislature every two years.



Seventy-seven percent of CTR-affected worksites provide lockers, showers, or both for bicyclists and walkers.

What role do counties and cities play?

Affected counties, and cities within those counties, create local ordinances requiring employers to implement CTR Programs, and provide support to employers in reaching CTR goals.

What is the state's role?

The Washington State Department of Transportation maintains all of the data for the CTR Program and provides technical assistance to counties, cities, towns, state agencies, and other employers to help implement plans and programs for CTR. Technical assistance includes:

- guidance in developing data used to measure progress toward goals
- developing model plans and programs appropriate to different situations
- providing consistent training and information

WSDOT staff works closely with representatives of the Department of General Administration, Department of Ecology, local governments, transit agencies, and employers in developing model plans, programs, training and information.

The CTR Law directs the Washington State Department of General Administration to coordinate CTR programs within state agencies.

(continued on page 24)

Appendix A: CTR Program Background

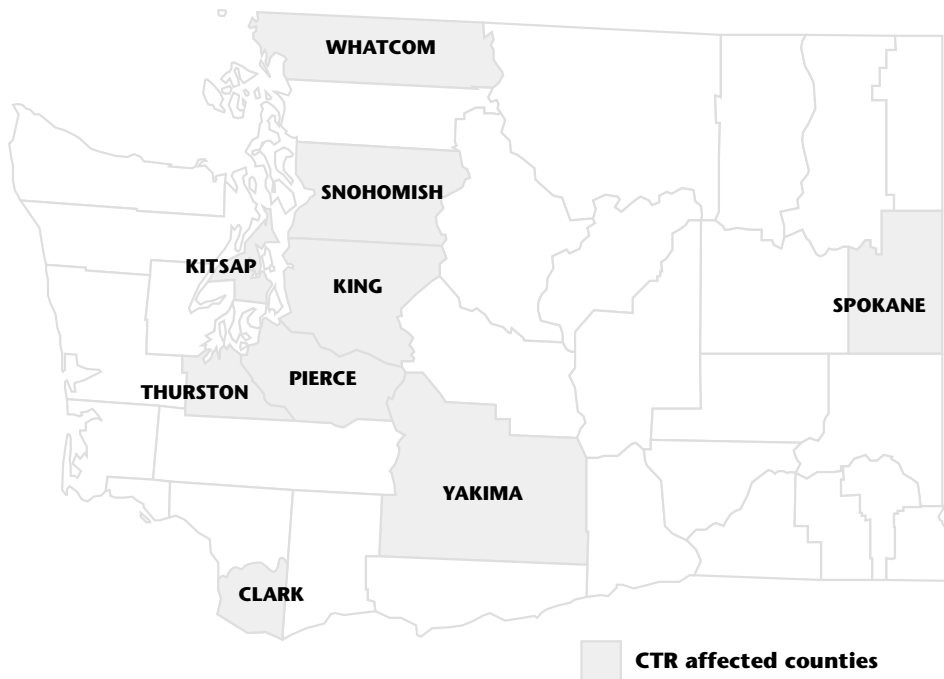


Figure A-1. The CTR Law affects the state's nine counties with populations over 150,000

Clark County:

Camas
Vancouver
Washougal

King County:

Algona
Auburn
Bellevue
Des Moines
Enumclaw
Federal Way
Issaquah
Kent
Kirkland
Redmond
Renton
SeaTac
Tukwila
Mercer Island
Seattle
Burien
Woodinville
Shoreline
Snoqualmie

Kitsap County:

Bainbridge Island
Bremerton
Port Orchard
Poulsbo

Pierce County:

Buckley
Fife
Puyallup
Sumner
Tacoma
DuPont
Lakewood

Snohomish County:

Arlington
Bothell
Edmonds
Everett
Lynnwood
Mountlake Terrace
Mukilteo
Monroe
Marysville

Spokane County:

Airway Heights
Cheney
Liberty Lake
Medical Lake
Spokane

Thurston County:

Lacey
Olympia
Tumwater
Yelm

Whatcom County:

Bellingham

Yakima County:

Selah
Toppenish
Union Gap
Yakima

Kitsap County boldly implemented a parking management plan at the Courthouse Complex. Thanks to management's leadership in giving up their free parking spaces, over sixty single-occupant vehicle trips per day were eliminated, carpools more than doubled (to 53), and 50 parking places previously assigned to employees became available for public parking. Over 150 employees and elected officials are now paying \$30 per month to have a lottery-assigned parking space—generating over \$4,500 per month.

— *Excerpted from program for Governor's CommuteSmart Awards, 2001*

Appendix A: CTR Program Background

What employers does the CTR Law affect?

Worksites with 100 or more full-time employees at a single worksite who begin their scheduled workday between 6 a.m. and 9 a.m. for twelve consecutive months are subject to the CTR Law. The law exempts certain employees, including seasonal agricultural and most construction workers, when determining which sites participate.

How many worksites and employees participate in CTR?

Currently 1,117 worksites participate in the CTR Program², employing almost 550,000 employees—about 27 percent of the persons who work in the 9 CTR counties. The number of worksites affected by the law has increased 21.3 percent since 1993, and the share of the workforce at CTR worksites has kept pace with the increase in employment.

Voluntary participation has declined

The participating worksites include 83 sites that participate voluntarily in the program. That so many employers participate voluntarily demonstrates that they recognize the value in extending commute alternative programs to their employees. However, the number of voluntary sites has decreased since the tax credit was eliminated.

What are employers doing?

Employers must meet the following minimum requirements as outlined in the CTR Law:

Appoint an Employee Transportation Coordinator

- Four percent of worksites have full-time employee transportation coordinators (ETCs)
- Ten percent of worksites have ETCs that spend between 11 and 40 hours per week on the program
- Nineteen percent have ETCs that spend 4-10 hours per week on CTR.
- Thirty-six percent have ETCs that spend less than two hours per week on CTR.
- At twenty-nine percent of the sites, ETCs work with a committee of other employees.

Develop a CTR Program and work to achieve the goals

Employers must provide information to employees, take steps to reduce drive-alone commuting, and monitor progress. Employers have wide latitude in designing their programs to accommodate their business needs, their organizational style, and the limits and opportunities imposed by their worksite location and the availability of transportation choices.

Appendix A: CTR Program Background

Providing information

All worksites must provide employees with information about their commute choices.

- Eighty-seven percent of worksites distribute information to new hires.
- Forty-one percent of the worksites make presentations on CTR to company management.
- Fifty-five percent of the worksites make presentations on CTR to employees.
- Eighty-one percent of the worksites organize and participate in transportation fairs and similar events.
- Eighty-five percent of worksites have an identifiable location for commuter information.
- Seventy-seven percent of worksites provide ride-matching services for their employees, using either in-house systems or those offered by local governments, transit agencies, or Transportation Demand Management Associations.

Most worksites exceed minimum requirements for CTR

Most worksites have developed programs that exceed the minimum requirements.

- Thirteen percent of worksites charge employees for parking drive-alone vehicles in nearly 31,000 spaces, and the same proportion reports eliminating 350 parking spaces.
- Sixty-three percent of worksites provide reserved or priority spaces for carpools, and twenty percent do so for vanpools.
- Fifty-seven percent of worksites offer their CTR participants a guaranteed ride home in case of emergency, a program that has been identified as extremely important to the success of worksite programs.
- Ninety percent of worksites provide bicycle parking, with covered spaces at more than two-thirds of these sites.
- Seventy-seven percent of worksites provide lockers, showers, or both for bicyclists and walkers.
- Thirty-five percent of worksites provide special loading zones, some sheltered, for carpool and vanpool riders.



Ninety percent of CTR-affected worksites provide bicycle parking, with covered spaces at more than two-thirds of these sites.

Appendix A: CTR Program Background

Spending on subsidies and incentives continues to increase

Although funding for other elements of CTR programs in the worksite remains fairly constant, employers have increased the amount they spend on providing subsidies and other incentives to their employees.

- Sixty-nine percent of employers subsidize the use of at least one alternative commute mode.
- Fifteen percent of employers offer subsidies for all commute modes.
- Six percent offer subsidies for all but ferry travel.
- Twenty-nine percent of worksites offer no subsidies at all. However, some of these sites offer other financial incentives, including drawings for prizes and lunches recognizing participants.

Moving beyond a focus on commute trips

Many employers have moved beyond a focus on commute modes to eliminate some trips entirely.

- Fifty-five percent of employers offer employees some form of compressed workweek, and more than 44,000 employees participate.
- Seventy-nine percent of worksites permit employees to adjust their work schedules to accommodate shuttle, vanpool, or transit schedules. Nearly 32,000 employees use this option.
- Eleven percent of worksites have modified their employees' work schedules to move their commute trips outside the 6-9 a.m. morning peak period. More than 3,600 employees no longer commute during the peak period as a result of this measure.

Report progress and provide data

Worksites must monitor their efforts and report annually to the jurisdiction that administers the program for their site. If the worksite fails to make progress, the jurisdiction works with the employer to modify the program. In addition, every two years worksites survey their employees to determine progress toward the goals of reducing SOV commuting and VMT. WSDOT processes and analyzes surveys at no charge to employers and makes the results available to counties and jurisdictions to improve program performance.

Governor's CommuteSmart Awards

Most employers do far more than the minimum requirements—innovation and investment of resources are the norm rather than the exception. In 1997, the Governor's Office initiated CommuteSmart Awards to recognize those employers exemplifying success in CTR. The winning companies serve as examples for others and provide educational opportunities for those wishing to improve their programs. To date, the Governor has awarded CommuteSmart honors to 66 companies.

Appendix A: CTR Program Background

Public Awareness Campaign

In response to employers' requests for a statewide public awareness campaign to encourage the use of commute alternatives, the Washington State Legislature appropriated \$600,000 for such an effort in 1997. An additional \$200,000 was secured from oil overcharge funds. Market research stressed that significant changes in commute behavior required a long-term effort. The public awareness campaign, "Relax. There's more than one way to get there." debuted in January 1999 after extensive research.

Through transit agency partnerships and media matches, the campaign leveraged additional contributions for a total campaign value of \$1.6 million in the first six months. A research study in June 1999 showed that 76 percent of the target market recognized one or more advertisements from the campaign. This was more than three times the recognition rate typical of new public awareness campaigns. Many jurisdictions, employers, transit agencies, and transportation organizations have adopted the campaign for use in their own promotions as well.

¹ RCW 70.94.521-551

² There are currently 770-785 employers participating in the CTR Program, depending on who is considered to be affiliated with whom.

Appendix B: Providing Context for CTR Delay Impacts

THE INFORMATION contained in Tables B-1 and B-2 helps to provide context for the delay impacts of the CTR Program. This information is not provided to indicate one project or another should be completed, it provides an indication of the importance CTR can have in mitigating anticipated increases in regional delay. Please note, the I-405 information provided in Table 1 is a forecast for year 2020 and the CTR Program information is developed from actual impacts reported on the Employer Surveys collected in 2001.

The travel demand modeling analysis that serves as the basis for the I-405 information reported in Table 1 was conducted by Mirai Associates and supervised by WSDOT's I-405 project team. The alternatives considered in the I-405 analysis range from 0.5 percent to 7.6 percent regional delay reduction in 2020. For the CTR Program, the Puget Sound Regional Council in collaboration with CTR Program staff conducted the modeling work. These results suggest that if the CTR 2001 vehicle trip reduction impacts remain constant in 2020, the program's regional delay reduction would be in the range of 2–3 percent.

Table B-1. I-405 Transportation Study: Alternatives evaluated, and modeled impacts on delay

I-405 Alternatives analysis	Year 2020 Model Results				
PSRC Regional Delay (hours)	No-Action Alt.	Alternative 1	Alternative 2	Alternative 3	Alternative 4
Morning Peak Period (6-9 am) Hours of Delay	117,610	117,049	112,932	110,107	108,619
Hours of Delay Reduced Daily		561	4,678	7,503	8,991
Percent of Delay Reduced		-0.5%	-4.0%	-6.4%	-7.6%

Table B-2. Commute Trip Reduction Program and its impacts on delay

I-405 Alternatives analysis	Year 2001		Year 2020*	
PSRC Regional Delay (hours)	Without CTR	With CTR	Without CTR	With CTR
Morning Peak Period (6-9 am) Hours of Delay	36,785	34,253	117,610	115,077
Hours of Delay Reduced Daily		2,533		2,533
Percent of Delay Reduced		-6.9%		-2.2%

Note: * The year 2020 CTR impacts are not modeled, they are assumed to remain static from 2001. However, trends in CTR's performance suggest that the program's effects in 2020 would be greater than at present.